



BOCCIA
UK

STRATEGY 2024 - 2032

CHAIR'S INTRODUCTION

Becoming the world's leading Boccia Nation

We have big ambitions for the Boccia UK World Class Programme over the next two Paralympic cycles. Although we have been successful for a number of years, between now and the 2032 Brisbane Paralympic Games, we will take our athletes' on-court performances and our influence on how the sport develops to the next level, becoming the world's leading Boccia nation.



Boccia is a wonderful sport that tests an athlete technically as well as their ability to think strategically, while making decisions and executing shots under acute pressure. At the same time, it is a truly accessible sport played by the most impaired athletes and is powerful in changing perceptions of disability; it sits at the heart of the Paralympic movement.

Over the past 12 months, the board has developed this strategy and in doing so considered our role as a National Governing Body. We have looked at how we interact with our funding body (UK Sport), the Home Nations who provide the essential opportunities and pathways for our future World Class Programme athletes, how we continue to work as an active and influential member of World Boccia, and most importantly, how we will work with our team of athletes and staff.

This strategy will deliver the changes necessary to transform our World Class Programme from one that has operated with a modest budget and tiny staff team achieving some success on a world stage, to one that will deliver sustained success in a hugely competitive sport.

Supporting our strategy is a clearly defined and properly resourced talent development pathway and a staff team that has the depth required to ensure the programme is well coached, managed and led as well as having the resilience demanded of today's sporting and governance landscapes.

Alongside achieving greater success is our absolute commitment to ensuring that Boccia UK remains well-governed, that the athletes and coaches thrive in a programme they want to belong to and that others aspire to join.

CHAIR'S INTRODUCTION

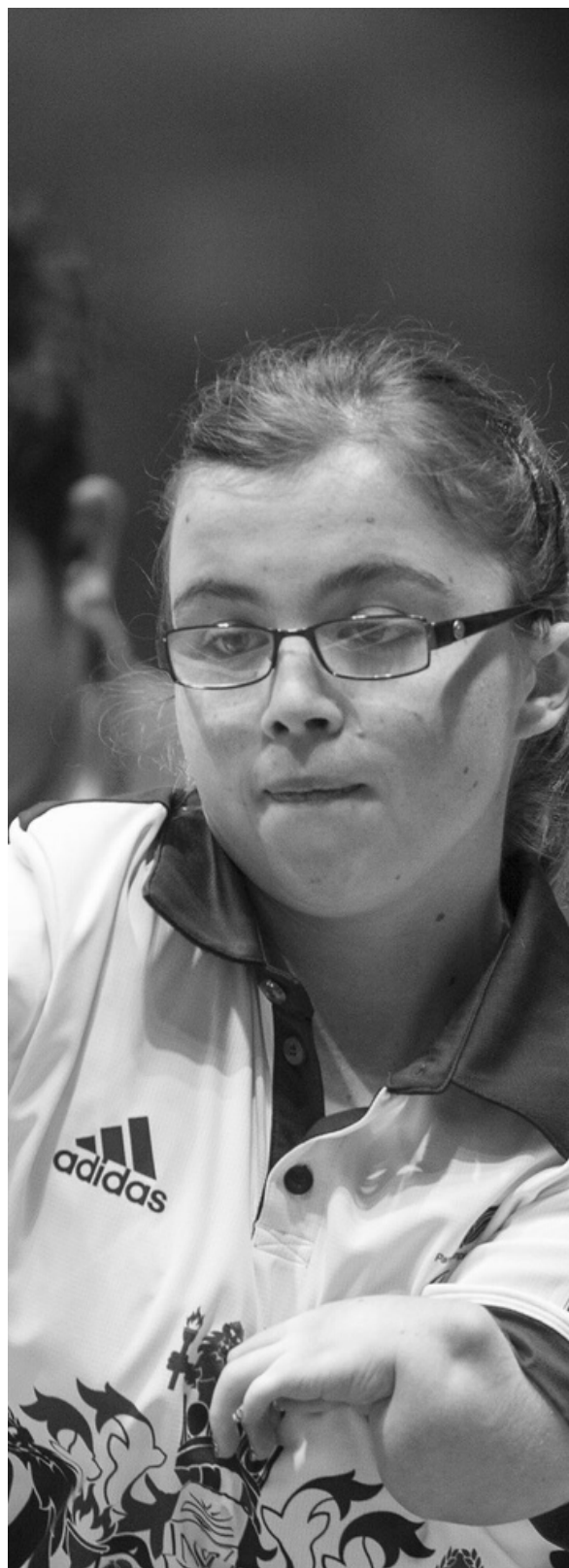
Becoming the world's leading Boccia Nation

When our athletes win, we want them to win well, with a smile on their faces and as great ambassadors for Boccia, for para-sport and for the UK.

To achieve this will require an increase in funding but the impact will be tangible, both on court and off. We will inspire the next generation of athletes and coaches to commit to their Boccia journeys. If we fail to take these important next steps, at best we will stand still while our international competitors develop and quickly we will find the success we have become accustomed to will become harder to achieve; and with that, our ability to influence the development of Boccia internationally will wane. We must not allow this to happen.

Over the past decade, great foundations have been built on which the Boccia UK World Class Programme now stands. Using this platform over the next two Paralympic cycles, we will build the depth, diversity and experience in our athletes, coaches, support staff and programme to become the world's leading Boccia nation; one that delivers consistent medal success in an environment of support, challenge, equity and fun.

David Richmond CBE
Chair, Boccia UK





OUR VISION

To be the world's leading
Boccia nation.

OUR MISSION

To deliver a World Class
Programme that enables
Boccia UK athletes to
maximise their potential as
athletes, as people.

OUR VALUES

Equity
Excellence
Openness
Accountability
Community
Wellbeing

OUR VISION IN ACTION

Becoming the world's leading Boccia Nation

Boccia UK is responsible for the success of World Class Programme (WCP) athletes competing in international competitions across the world, including, the Paralympic Games. The Home Nations are responsible for Boccia at the recreational level and we are dependent on them to encourage new athletes into the sport and for identifying those with the potential to succeed at elite level.

Working collaboratively to ensure that we have coherent, integrated athlete pathways is critical to the long-term success of our programme and the achievement of our ambitious vision. We are grateful to the Home Nations' for their ongoing support and contribution to the development of this strategy.

Winning medals is the core purpose of a WCP and is one important element of becoming the world's leading Boccia nation. Achieving sustained medal success at all major international championships, across all classifications and individual, pairs and team competitions needs an unrelenting focus on performance.

We will work ever more closely with the Home Nations to identify more talented athletes earlier. We will increase the hours our WCP athletes spend with coaches, on and off the court, to develop their technical skills, ability to make the right decisions under pressure, shot consistency and accuracy, bringing a harder edge to our play.

We are passionate about the ability of Boccia to inspire the next generation of para-sport athletes.

To lead this work and provide that unrelenting focus and expertise, we will add a Head Coach to our team to drive forward player and coach development both on and off court. We will also invest in technology through working with the Home Nation Sports Institutes, ensuring our athletes have access to the best equipment to give them a performance advantage.



OUR VISION IN ACTION

Becoming the world's leading Boccia Nation

To achieve sustained medal success into the future, we will resource more coaching hours for emerging players to give them the very best chances of securing a place on the WCP. We will also provide increased competition exposure to ensure they become accustomed to the standards of play and wider demands of international travel and elite level competition.

Becoming the world's leading Boccia nation is about more than just winning medals.

Ensuring excellence in everything we do will allow athletes and everyone who supports them, on and off court, to champion disability more broadly and inspire future generations.

We will ensure:

- the WCP is well run and fully compliant with the Code of Sports Governance
- all our athletes, and their assistants, thrive on a supportive, successful programme that people want to join and be part of
- we develop our coaches to be the best they can be
- our athletes have input to how the programme develops
- we maintain strong, supportive and influential relationships with World Boccia, UK Sport and ParalympicsGB

We can't achieve all this, however, without strengthening our team. We will add one member of operational staff to our small executive team to add depth and resilience. This role will enable us to establish a more appropriate balance of work between executive staff and board members and ensure we achieve the right separation between executive and board functions.

There is much to do to achieve our vision and we have organised our work into four areas: Performance; People and Culture; Finance; Communications and Engagement. These themes and the objectives that we have set to deliver on them are set out in detail later in this strategy.



OUR COMMITMENT TO EQUITY, DIVERSITY & INCLUSION

Boccia UK has equity and inclusion at its heart.

We are a sport played solely by people with physical impairments, and we are committed to ensuring that, regardless of what other communities disabled people belong to, that they have equitable access and opportunity for selection into the WCP.

We need support to do this from the Home Nations. They underpin our pathway and programme so we will work together to ensure that we are diverse in our thinking, that we consider the impact of our actions on intersectional communities, and that we hold ourselves accountable for our progress.

We are a World Class Programme - we select the best of the best and are committed to reflecting diversity.



PERFORMANCE OBJECTIVES



Performance sits at the heart of the vision & mission for Boccia UK and we are embarking on the journey to achieve our vision to be the world's number one Boccia nation at Brisbane in 2032.

Fundamental to achieving this and meeting our ambitious goals for LA in 2028 is increasing the breadth and depth of our WCP athletes who can achieve medal winning performances across all classifications and competition formats; and supporting athletes with appropriately resourced Athlete Support Personnel who can meet their individual needs.

Performance is a multi-faceted area and much more than solely achieving results and outcomes. Consistently delivering elite level performances requires a strong culture, an inspiring physical environment, a world class coaching & performance support team and a continual oversupply of talent that can support sustained success.

The following priorities and objectives recognise the areas that influence performance and provide a roadmap to implementation over the course of the LA 2028 and Brisbane 2032 cycles.



1. TO IMPROVE THE OVERALL TECHNICAL & TACTICAL QUALITY OF BOCCIA UK ATHLETES, COACHES AND PERFORMANCE SUPPORT

- To increase the overall number of dedicated coaches on the WCP for our athletes
 - Develop a world leading coaching structure that has a 1:4 coach:athlete ratio by 2028
 - Boccia UK Head coach/additional coaches in place by 2025
- To increase the amount of international exposure for Boccia UK athletes
 - At least 3 international training camps and/or international training exposures for targeted athletes per year within Los Angeles 2028 Paralympic cycle
- To enable a world leading performance support structure
 - At least 0.6 FTE to full time practitioners in place by 2032 (Prioritised support)

PERFORMANCE OBJECTIVES CONT.



2. TO WIN MULTIPLE MEDALS AT THE BRISBANE 2032 PARALYMPICS ACROSS A RANGE OF CLASSIFICATION EVENTS



3. TO PROGRESS THE PERFORMANCE ENVIRONMENT ACROSS BOCCIA UK

- Continue to develop the performance culture across Boccia UK by:
 - Growing and developing the Athlete Leadership Group, encompassing views and input of our ever-evolving principles/behaviours and values within the WCP
 - Increasing contact time between SLT and Athlete Leadership group to formulate wider perspectives and cognitive diversity within culture development and enhancement
 - Evolving leadership responsibility and development both within the staff and athlete groups - pursuing ownership and leadership at all levels within the WCP
- Instil a culture of continual improvement across the whole team by:
 - Ensuring time is scheduled in for athlete and support staff CPD, including exposure to other world class performance environments



4. TO DRIVE FORWARD THE PHYSICAL PERFORMANCE ENVIRONMENT THAT ENABLES BOCCIA UK TO THRIVE

- Provide weekly training environments that inspire excellence
 - Each WCP athlete having access to a training environment that as a minimum replicates international standards
 - To ensure athletes have performance provisions within these environments that encourage world class behaviours linked to the Boccia UK culture
 - To create x2 performance hubs by 2025 that includes weekly/daily training being led by WCP coaches.
- Provide long term clarity on Domestic Camps that support the delivery of a world class programme
 - Establish x2 partnership agreements with Elite Training Centres for delivery of Domestic WCP Camps by 2024

PERFORMANCE OBJECTIVES CONT.



5. TO ENHANCE THE DEPTH AND BREADTH OF BOCCIA UK ATHLETES

- To deliver a talent transition programme (TTP) that provides an oversupply of World Class talent (collaborating with Home Nations)
 - At least 6 athletes by 2028 on the WCP having been partly developed through the TTP
 - X1 Full time Talent Coach by 2028
 - At least 2 athletes that have been supported by the talent transition programme qualify and selected for the Los Angeles Games
- To further develop the pathway and influence what sits under the GB Talent Transition Programme - maximising potential and ensuring athletes are being supported to deliver future world class performances
- To grow the base of the performance pyramid to ensure there is a wider athlete pool from where the next Paralympic medallist can be developed (breadth and depth) - collaborating with Home Nations
 - Support the delivery of an engagement project by 2025 targeting more women & girls participating in Boccia
 - By 2028 have at least one BCI female with the potential to achieve medal success at the Los Angeles Games
 - To have maximum representation in all classification events in Los Angeles 2028 (7-10 athletes qualified)
 - To increase the number of athletes on the WCP to at least 20 by 2032
 - To have x2 athletes per classification on the WCP, enabling greater depth and competition within the WCP
 - Ensuring sufficient classification opportunities for all identified potential WCP athletes



PEOPLE & CULTURE OBJECTIVES

Our people are at the heart of everything we do. We will create an environment in which our values of equality, excellence, openness, accountability, community & wellbeing are able to thrive.

Nurturing these values will create a culture that strengthens our world class programme and invests in the people who give up so much of their time to make it possible.

We will take a genuine interest in the development and wellbeing of our people. In so doing, Boccia UK will set itself up for medal success whilst continuing to deliver the greater personal and social value that is an inherent part of our sport.



1. TO TREAT STAFF & ATHLETES PROFESSIONALLY, WITH DIGNITY AND RESPECT

- Demonstrate our core values in action through everything we do
- Achieve and sustain a positive Net Promoter Score of above 25 across staff, athletes and stakeholders
- Deliver satisfactory results from the annual culture health check and any follow-up pulse surveys. This will include, but not be limited to, sustaining positive feedback on the following questions:
 - "Measures have been taken to improve the mental health and wellbeing of the staff and athletes in the WCP"
 - "It feels like people in my WCP care about me as a person / in the WCP, people care about each other"
 - "Staff and athletes work effectively together as a team"



2. TO SHOW A GENUINE INTEREST IN ATHLETE & STAFF DEVELOPMENT

- Demonstrate a thriving, successful WCP that people want to be a part of
- Deliver relevant aspects of Boccia UK's Diversity and Inclusion Action Plan (DIAP) and People Plan to a high standard and to timetable. This must include the completion of safeguarding, EDI and other mandatory training for the Board and staff
- Have in place and retain the requisite level of staff, resource, skill and experience to deliver Boccia UK's strategy in line with the succession plan



BOCCIA UK: 2024 - 2032 STRATEGY

FINANCE OBJECTIVES

Boccia UK takes its responsibilities for using the monies received, whether from the public purse or from other sources, extremely seriously.

We will optimise our available funding and extract the maximum value for every pound that we spend, carefully setting our short, medium and long term financial plans to match resources to our strategic priorities.

We will empower our staff to deliver while ensuring compliance with our governance and legal requirements - our financial and risk objectives are a vital part in delivering success.



1. TO DELIVER VALUE FOR MONEY ON ALL BOCCIA UK PURCHASES

- Use available resources sensibly to achieve the organisation's overarching objectives in the most cost-effective way
- Put all key contracts out to tender at least every five years
- Review all contracts under VfM criteria every three years to demonstrate they are providing good value



2. DEMONSTRATE EXCELLENT FINANCIAL MANAGEMENT AT ALL TIMES

- Ensure a clear link to how resources will be used to achieve objectives when developing our annual and four year plans
- Ensure budgets are never overspent in a Paralympic cycle
- Ensure expenditure is always within 10% of Quarter 3 (end of December) forecast

FINANCE

OBJECTIVES CONT.



3. INCREASE BOCCIA UK FINANCIAL RESILIENCE

- Improve use of cashflow management and expanding income streams and partnerships to share costs
- Ensure Boccia UK's bank balance never falls below its stated reserves level
- Ensure the percentage of annual funding coming from UK Sport or equivalent falls to 85% across the period



4. DEVELOP A FORWARD THINKING CULTURE

- Ensure all Staff and Board Members of Boccia UK demonstrate a Risk Aware culture with staff members contributing to the identification and discussion of risks at least once a year, using it to facilitate decision making and actions
- Risk reviews embedded and actions embedded through the organisation with all actions arising delivered by due date
- Opportunities identified and acted upon in a timely way



BOCCIA UK: 2024 - 2032 STRATEGY

COMMUNICATIONS & ENGAGEMENT OBJECTIVES

Essential to helping us achieve our ambitious vision we must tell the great story of Boccia and our WCP in particular, as well as being influential in how the sport develops across the world,

We will focus our communications and engagement on three key objectives. Delivering on these will enable us to reach and recruit current and potential players, not only helping to establish a pipeline of high performing and high potential athletes into our Talent Development Programme and WCP, but also building support among key stakeholders and potential supporters.

We will use our communications & engagement to set the foundations for us to increase income and influence the development of the sport worldwide. This will require modest increased investment.



1. TO RAISE AWARENESS OF BOCCIA UK

- Grow the Boccia UK social media following across all relevant platforms by 50% before LA 2028
- Increase average social media engagement by 6% before LA 2028
- Deliver regular posts and engaging content, including real-time updates and highlights throughout major competitions
- Set up a dedicated TikTok account with regular content posted, enabling us to reach a younger audience
- Increase unique visits to Boccia UK website from c.20,000pa to 29,000pa (non Paralympic year) and reduce bounce rates
- Achieve regular media coverage in national print, online, regional and broadcast media. Target: x5 national and x10 regional pieces of proactive/reactive media coverage per season
- Deliver the live streaming of x1 competition in 2024 and 2025 plus x2 in 2026 and 2027

COMMUNICATIONS & ENGAGEMENT OBJECTIVES CONT.



2. TO ENGAGE STAKEHOLDERS EFFECTIVELY

- Invite key stakeholders from UK Sport and BPA, to at least x1 Boccia competition or training camp p/a
- Provide bi-monthly email update to key stakeholders with news on Boccia UK progress, competitions etc
- Identify at least x3 commercial supporters in each cycle through a development programme and invite them to a Boccia camp or training camp
- Host x1 Boccia UK briefing session annually, for key stakeholders to attend



3. INFLUENCE THE CONTINUAL DEVELOPMENT OF WORLD BOCCIA

- Ensure the continued development of good governance, through formal and informal channels
- Support the development of increased reach and capacity of World Boccia, via IRIS funding
- Ensure continued UK representation on World Boccia Board and standing committees



BOCCIA UK 2024 - 2032

For more information, please contact
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